



Personnel

**ANCILLARY TRAINING - THE
MENTORING PROGRAM**

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This pamphlet implements Air Force Policy Directive (AFPD) 36-22, *Military Training*. It provides guidance on how to carry out the mentoring program, which was established to bring about a cultural change in the way we view professional development in company grade officers. Mentoring is an essential ingredient in developing well-rounded, professional, and competent future leaders. The goal of this instruction is to help each commissioned officer, in the grade of O-1 through O-4, reach their full potential as officers, thereby enhancing the overall professionalism of the officer corps. Mentors must distinguish between goals, career aspirations, and realistic expectations. AFRC Form 141, ***Mentoring Process Guide***, (Attachment A) contains those aspects of one's career that need to be discussed and recorded. It applies to all commanders and supervisors and/or raters of company grade officers within to the 446th Airlift Wing (446 AW).

1. Reference to Supporting Documents:

1.1. Air Force Reserve Command Pamphlet (AFRC Pam) 36-3401, *AFRC Mentoring Program*.

1.2. Air Force Instruction (AFI) 36-2402, chapter 2, *Air Force Mentoring*.

2. Mentoring Program. The mentoring program is based on the following principles:

2.1. Mentoring is the responsibility of leadership:

2.1.1. Supervisors need to provide clear concise feedback on an individual's current performance, their professional development needs, and what is needed for short- and long-term career goals.

2.1.2. Supervisors need to be accountable for subordinate's professional development.

2.1.3. Supervisors need to take an active role in the professional lives of the people he/she supervises.

2.2. The mentoring program applies to commissioned officers, O-1 through O-4.

2.3. The program uses what we all ready have in place, effects a cultural change in professional development and not another bureaucratic process.

2.4. All eligible members have the opportunity to enhance their career.

2.5. Mentors will discuss performance, potential and professional development.

3. Recommended Process:

3.1. A computer-generated notice is sent to supervisors, six months prior to the end of the OPR rating cycle.

3.2. The notice serves as a reminder to supervisors that mentoring activities need to be accomplished and documented on the AFRC Form 141, ***Mentoring Process Guide***, (see Attachment A).

3.3. Supervisors coach, train, and mentor the individual, documenting the activities on the AFRC Form 141.

3.4. Supervisors retain the AFRC Form 141 so that informal mentoring can also be documented and progress tracked.

3.5. The date formal mentoring was accomplished

4. Initial Strategy:

4.1. Prepare supervisors to be effective mentors. Offer courses in:

4.1.1. Interpersonal Skills.

4.1.2. Communication Skills.

4.1.3. Conflict Resolution.

4.1.4. Goal Setting.

4.1.5. Air Force History and Heritage.

4.1.6. Core Values/Ethics.

4.2. Unit Career Advisors (UCA), training section personnel, and quality office staff assist in developing the mentoring curriculum.

4.3. The UCA, training personnel, and quality staff are responsible for implementing training courses for supervisors.

4.4. The key person in the mentoring program is the UCA.

4.5. A list of available resources for the mentoring program is available. (see Attachment B).

5. Measurements. There are several ways to measure the effectiveness of the mentoring program.

5.1. Program Evaluation completed by each mentoree and reviewed collectively by HRDC.

5.1.2. Mentor Evaluation completed by the mentoree and trends analyzed.

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Commander

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AFRC FORM 141, SEP 97 (REVERSE) (EF)

Attachment 2

B1.1. There were three bookcases full of leadership and management type books. However, many related to financial management and most were quite old. I glanced through about twenty books and decided that each book contained probably a page or less of really good information. I did not find any really current books on leadership and mentoring, in particular. There were no videos at this library that looked worthwhile. Some samples of books reviewed include:

B.1.1.1. A Fine Young Man, Faith Popcorn,

B.1.1.2. The Leader in you, Dale Carnegie & Associates,

B.1.1.3. Making a Difference, Twelve Qualities that Make you a Leader, Betne

B.1.1.4. Mind of A Manager Soul of a Leader, Craig Hickman

B.1.1.5. On Becoming a Leader, Warren L. Bennis

B.1.1.6. The Leader: A New Face for American Management, Michael Maccoby

B.1.1.7. Improving Leadership Effectiveness, Fred Fiedler

B.1.1.8. Human Relations in the Military: Problems and Programs

B.1.1.9. Guidelines for the Leader and Commander, Bruce Clarke

B.1.1.10. The Officer as a Leader, Marshall, S.L.A. (At a Branch Office)

B.2. Books from Catalogue:

B.2.1. An Essential Guide to Setting Direction and Taking Action Leader's Change Handbook, Jay A. Conger, Gretchen Spreitzer, and Edward E. Lawler III

B.2.2. Lessons in Leadership, The Peter F. Drucker Foundation for Nonprofit Management (Video comes with Facilitator's Guide for conducting workshops plus a participant's workbook (\$89.95))

B.2.3. The Absolutes of Leadership, Philip Crosby (\$16.50) paperback

B.2.4. Managers as Mentors, Building Partnerships for Learning, Chip R. Bell (24.95) hardcover

B.2.5. Beyond the Myths and Magic of Mentoring, Margo Murray (step-by-step guidelines show how to create a cost effective Program that foster employee learning and growth) \$34.95

B.3. Quality Office:

B.3.1. Books on: Customer Service, leadership, benchmarking, and planning

B.3.2. Also CMSgt Soto has developed programs for writing a narrative for OPR/EPRs

B.4. From the Tape Rental Library:

B.4.1. At this time, rental of video tapes is only offered to corporate accounts with 20 or more people using the audio service on a regular basis. The tape rental subscription fee is \$132.00 per year.